

Question 2.2.3

(Weighting - 35%) (Word Count 1800)

Please provide full details of how your organisation will ensure accurate delivery of the services detailed in Schedule 1 and Schedule 1A of the Entire Agreement. Within your response please detail how you will draw on your marketing and social marketing and technical expertise to achieve the services and where applicable, deliver behaviour change.

Your response should highlight how you will draw on the following activities to deliver effective digital marketing digital marketing activities to deliver effective digital marketing activities in order to achieve and exceed the objectives of the Framework Public body.

Digital marketing strategy and roadmap (including engagement strategy)

- Social media
- Data, segmentation and targeting
- Online lead generation, nurturing and scoring
- Content marketing and development
- Conversion optimisation
- SEO
- User experience and testing

Particular attention should be given to how your approach can be used and adapted to deliver a range of activities including:

- Digital marketing
- Search engine optimisation
- Partnership marketing

About Signal

Signal can offer the Framework Public Body (FPB) expertise in all services detailed in Schedule 1 and Schedule 1A. Our core digital services include: strategic planning and user experience; creative and design; front end and back end software engineering; social media planning and delivery; content development, search; native and display; and quality assurance and testing.

We have gained broad experience in both the public and commercial sectors and understand the challenges facing organisations seeking to influence people's behaviour through digital services. In working with the FPB, we can draw on experience gained through successful projects such as delivering all websites and digital marketing for the Glasgow 2014 Commonwealth Games; building National Galleries of Scotland's new public website (<https://art.nationalgalleries.org>); and developing the content strategy for one of Scotland's most expansive digital projects for mygov.scot. Our public sector track record also includes successfully completing UX, web design and build projects for organisations such as Skills Development Scotland (<https://www.myworldofwork.co.uk/>), the Scottish Rural Network and Creative Scotland.

Signal was formed through the merger of three award-winning specialist agencies; Blonde Digital, Tangible and Instinctiv. We have █ people at our office in Commercial Quay, Edinburgh and a further █ across our offices in London and Cheltenham.

Our approach

Signal's mission is to help organisations behave in more emotionally intelligent ways. This means helping develop products and engagement strategies that actively seek to deliver value for users, and strong business outcomes for the FPB. To achieve this we use collaborative working practices and agile methodologies to ensure we learn fast and deliver projects efficiently and at pace.

Our people-first approach permeates all of our services, ensuring behavioural change approaches are baked in, along with both qualitative and quantitative ongoing analysis. We use the OASIS model as the basis for our campaigns: objective setting, audience insights, strategy, implementation and then scoring.

Digital marketing strategy and roadmap

User-centred digital marketing strategy forms the backbone of Signal's offer. Our experience includes putting long-term strategic roadmaps in place for public sector organisations such as Commonwealth Games, and for major commercial brands including Nando's and Williams and Glyn. For example, in working with the Commonwealth Games ahead of Glasgow 2014, we put

in place a two-year digital roadmap that took into account how different users from around the world would interact with the website, mobile app, eCRM communications and social media platforms.

We use collaborative workshops to understand objectives from across stakeholder groups from the outset.

Our roadmaps and engagement strategies are digital-first by nature, though always consider the wider communications mix. Behaviour change campaigns - whether seeking nudges, promoting a stage of the transtheoretical model, or helping audiences meet conditions for a reasoned action - require the coordination of marketing disciplines.

we work closely with the client's other agencies to ensure a seamless journey across email and direct mail.

Our work on eCRM strategy and lead nurturing for Sainsbury's Bank is an example of an innovative approach to delivering coordinated, digital first, messages.

We recognise the differences in designing strategies where objectives are behaviour change as opposed to achieving purely commercial goals. mobile application we developed successfully supported a customer behaviour change from a paper-based to digital-first loyalty scheme, a project that required us to collaborate and integrate with numerous partners.

Social media

We have broad skills in both paid and organic social media, encompassing all aspects of strategy development and community management. Our experience includes working on the social strategy for Glasgow 2014 and providing full strategy and community management for brands including Famous Grouse, Royal Mail and Irn Bru. For Irn Bru, we're proud to have helped them win Social Brand of the Year 2014.

We understand that people's behaviour on social networks and the platforms themselves are subject to constant change. Twitter has hit a plateau. Facebook is seeing fewer personal stories

being shared. Snap Inc. looks set to make circular videos popular and its Snapchat platform continues to connect a young audience of broadcasters.

As well as providing overarching social strategy, our experience allows us to develop rolling calendars of planned content and 'playbooks' for reactive content, considering each platform individually. Thorough tracking and reporting allows us to report relevant KPIs to evidence success and to fuel continuous improvement cycles. All teams in Signal are cross-skilled in social and analytics. Websites are built with social platform requirements in mind. CRM, SEO, PPC, data and even build are all socially savvy.

Our expertise is supported by the social monitoring and analysis tool Pulsar. Pulsar, owned by our parent company, was the world's first such provider to partner with Facebook and it continues to give clients such as Twitter, Spotify, O2 and Tesco cost-effective big data insight into how their brands are really viewed by consumers.

Data, segmentation and targeting

We're experts at extracting value from our clients' data. We use a range of qualitative and quantitative research techniques, flexing our methods to meet our clients' objectives. Our experience includes uncovering customer insight to support strategy or product development; assessing A/B test results and optimising customer journeys; segmenting customers to support highly tailored eCRM communications; and interpreting behavioural browsing data to ensure we serve the most relevant content through web platforms.

For example, a key achievement in our work with Glasgow 2014 was performing extensive segmentation of the user database

To do this, we

We also manage complex customer data sets for clients as diverse as

Online lead generation, nurturing and scoring

Signal has experience in affiliate marketing, working with platforms like Affiliate Window and Affilinet, aggregators like Skimlinks or in-house systems. We also have experience in lead buying, list cleaning and eCRM. Our nursery programs for the likes of Sainsbury's Bank and BHF are responsible for turning one-time-only purchases into loyal customers.

We have a complete commitment to ethics and good behaviour for lead generation.

Content marketing and development



Good content strategy needs to reflect data, technology and brand considerations. Our approach focuses [REDACTED] content. [REDACTED]

Our work with the National Galleries of Scotland helps highlight the benefits of this forward-facing approach. Our work has made over [REDACTED] available on the website, and we're working towards making the content available in an open data format so other sites can use it too. This will encourage innovation.

Conversion optimisation

The responsibility of a digital marketing agency does not end once 'traffic' arrives at a site, but rather extends to ensuring conversion optimisation is part of every campaign.

For example, a conversion optimisation project we ran for Scottish Friendly had clear SMART objectives around increasing financial product sales. We compared [REDACTED]

[REDACTED] We also ran [REDACTED] allowed us to form clear recommendations for site optimisation that led [REDACTED]

Search Engine Optimisation (SEO)

SEO has changed frequently over the years. However, we have a track record of successfully predicting change, working ethically with search engines and digital assets. In modern SEO, optimisation extends beyond websites. Mobile apps benefit from SEO, as do recipes and skills for Internet of Things devices like Amazon's Alexa. SEO can even improve the performance of profiles on social platforms.

SEO, which works very closely with social and content in strategy and execution, exists largely in three parts. First, [REDACTED]

[REDACTED] Signal has worked closely with the Scottish Government on Search Engine Optimisation in the past, having played a key role in helping develop a set of successful SEO guidelines, when we were known as Blonde Digital.

SEO is most successful when part of the planning stage of campaigns and we have designed our processes accordingly.

User experience and testing

Our focus on continuous improvement motivates us to understand the full impact and influence of our work against our clients' objectives. As such, our scoring analysis uses both qualitative and quantitative methods.

Signal has [REDACTED] but also in media planning and conversion optimisation tests. We understand that a tweak on a landing page can significantly improve the user experience, and therefore conversion. This will always result in better outcomes - and be cheaper than - buying a similar increase in traffic. Signal's belief in genuine value exchange means we want the time invested by people in experiencing our work to be beneficial to them.

Partnership marketing

Our approach to partnership marketing begins with [REDACTED]
[REDACTED] For example, in working with Commonwealth Games, we used partnership marketing to help sell as many tickets as possible. [REDACTED]
[REDACTED] The partnership campaign was hugely successful and now a matter of Scottish pride.

Question 2.2.4

(Weighting - 25%) (Word Count 1800)

Website Design and Development Services can include, but not be limited to, the following services:

- digital transformation of existing services;
- web based application development;
- mobile application design and development;
- desktop application design and development.

Please provide details of how your organisation will deliver website design and build services paying particular attention to the following:

- website development across multi-platform including standard desktop and mobile operating systems;
- how web based applications will comply with World Web Consortium (W3C) Web Accessibility Initiative Standards to WCAG 2.0 level AA (or any equivalents) and any future revisions;
- your organisations ability to use stylesheets (e.g. CSS) and coding standards using a formal grammar, (e.g. XHTML)
- how web based systems will be viewed using all major web site browsers including, but not limited to, Internet Explorer, Chrome, Safari, Firefox, Opera and Edge;
- your organisations use and experience of Open Standards and Open Source solutions;
- how your organisation would deliver and implement assistive technology requirements.

Tenderers must also provide details of any services which will be carried out by Sub-Contractors in relation to Website Design and Build services.

Early visibility: We can provide early visibility to project stakeholders before any

makes use of a variety of technologies and toolsets including

In addition,

Accessibility

We believe that websites should be accessible to everyone, regardless of ability, device or conditions. And we know that accessibility is also a priority for the FPB as part of their commitment to digital inclusion. We consider accessibility at all stages of a project from design through to implementation and testing. This prevents costly attempts to retrofit accessibility as a final step before delivery.

Our designs are validated using colour contrast calculations as well as colour blindness tools. Our markup is validated against WCAG 2.0 and all of our output is tested against Level AA conformance. Following the standards laid out for HTML and progressive enhancement provides a solid foundation for accessibility.

Our standards cover specific accessibility areas adhering to the World Wide Web Consortium (W3C) Web Accessibility Initiative Standards. This includes guidance on areas including:

- Aria attributes
- Heading structure
- Alternative text for images
- Colour
- Hiding of content
- Hover states
- Keyboard or sequential operation
- Motion and visual effects
- Skip links
- Overlays
- Zoom and resize

Coding Standards, Style-sheets and Formal Grammars

We use

This is coupled with

We use this methodology to provide the following advantages:

- Create clear, strict relationships between
- Create
- Aids development of

We employ highly detailed standards that cover the following areas:

- Accessibility
- Browser support
- CSS and HTML based on Block, Element, Modifier (BEM) methodology and SCSS
- JavaScript based on AMD/Browserify
- Performance
- Unit Testing

Cross-Browser Compatibility

In addition to cross-browser compatibility and accessibility standards, we undertake extensive testing using non-functional testing processes. Working in collaboration with developers, our Quality Assurance (QA) team validates cross-browser compatibility and adherence to accessibility standards on browsers including, but not limited to, Safari, Chrome, Internet Explorer, Edge, Firefox and Opera. Additionally, our design team provides regular design validation testing during project implementation.

We utilise a number of tools during our QA process including:

Open standards and Open Source



Our adherence to open source and open standards benefits the end product in several important ways, including [REDACTED]. This guides how we select development platforms and systems across the organisation, extending to content management systems, application development frameworks, databases and server operating systems. [REDACTED] provides major benefits to our clients, including [REDACTED]. These systems are further supported by open standards to provide interoperability, data exchange as well as promoting best practices in software products as defined by a wider developer community.

We have extensive experience working with open standards. This includes the design and development of APIs based on the representational state transfer (REST) architectural style for Marriot Hotels, Nando's and Commonwealth Games; an identity provider system for Nando's based on the OAuth open standard for authorization; and consumption of data through third party SOAP and REST web services for Scottish Friendly.

Our preferred web applications stack is based on [REDACTED]. In addition to these core platforms [REDACTED].

We have a proven track record using [REDACTED] for major commercial website development projects, having successfully deployed solutions for clients including National Galleries of Scotland, Nando's, Scotrail, Skyscanner, Marriot Group and Royal Mail. [REDACTED] Acquia was named a Leader in the 2015 Gartner Magic Quadrant for Web Content Management systems and Signal is an Acquia partner.

As key partner in the delivery of the Glasgow 2014 Commonwealth Games website and associated digital marketing activity. Glasgow2014.com was based on a [REDACTED] implementation which integrated, consumed and exposed a number of web services in order to deliver a diverse set of content ranging from the real-time tracking of the Queens Baton Relay to Cultural events taking place in Glasgow. One of the key requirements was global reach and accessibility that could be audited by an independent third party. This ensured that our accessibility best practices in both design and development met the needs of end users.

[REDACTED] Our track record with [REDACTED] includes the development and deployment of the ticketing portal for the

Edinburgh Festival Fringe. The ticketing portal for Fringe-goers is a responsive website whose primary purpose is to allow people to search for shows and buy tickets. The design followed modern website conventions and User Interface (UI) best practice. It makes use of the latest web development techniques to speed up total page load time – this is particularly important for users on slower mobile network connections. The redesigned website saw an [REDACTED] [REDACTED] through the website. In addition, we have delivered applications and APIs leveraging the [REDACTED] framework for clients including Commonwealth Games, Scottish Friendly, Nando's and the Marriott Hotel Group.

Mobile Application Development

Our technology approach for mobile application development focuses on [REDACTED]
[REDACTED]

[REDACTED]
[REDACTED] This strategy was formed as part of work we undertook for Standard Life to author a set of guidelines for mobile design and development. This work included design, interaction, accessibility, analytics and development best practices.

Our experience in the area of mobile application development includes the development of native and hybrid applications for brands such as Nando's, IRN-BRU, Maxxium and the Scottish Government. Our work with the Nando's mobile applications leveraged our open standards expertise in the form of the development of [REDACTED]
[REDACTED]

Assistive Technology Requirements

Our standards and processes for web development ensure that the solutions we develop are built with accessibility in mind throughout the project lifecycle. This means providing the most appropriate markup for content, conveying structure, relationships and states, roles and values for user interface elements. [REDACTED]
[REDACTED] ensures that we are delivering experiences for the widest range of browsers across desktop and mobile devices.

Quality assurance is an integral part of our development processes and our testers work closely with engineers to ensure that the end product meets the assistive technology requirements. This includes [REDACTED]



Question 2.2.5

(Weighting - 10%) (Word Count 500)

Please provide details of how your organisation will deliver website testing, paying particular attention to the following:

- details of how you will provide User Experience (UX) testing, providing information on user interaction with the application interface;
- details of how you will provide System Performance testing, to ensure the application is fit for purpose and meets the original requirements specification;
- details of how you will ensure that the application meets appropriate security requirements and provide assurance on the confidentiality, integrity and availability of the application and its data.

Tenderers must also provide details of any services which will be carried out by Sub-Contractors in relation to any of the website testing services.

We apply detailed testing methodologies to ensure our product is the best it can be, including UX, automated, unit, exploratory, accessibility and manual testing.

User Experience (UX) Testing

We consider UX testing one group of methods amongst many within the wider discipline of UX research. These include methods exploring behaviour (what people do), attitudes (what people say) and those that do a little of both.

When it comes to evaluative methods such as UX testing, we recommend combining methods for greater value:

Using the information from our initial engagement with you and your stakeholders, our UX team Learnings from this will help inform the usability testing,

Usability testing:

System Performance testing

We have significant expertise in scoping, executing and managing performance testing to ensure applications and response times meet specified performance criteria. We utilise tools like to provide

Our approach with performance testing is based on the following key test stages, following scenario identification and load estimations based on non-functional requirements.

During all tests outlined above, system metrics are collected, including but not limited to CPU, Memory and Disk utilisation and application logs. This allows for further investigation and resolution of performance issues.

Security Testing

Security Testing is a key phase of our application development lifecycle. During the application development process, we utilise

Prior to major releases we recommend

[REDACTED]

for clients including RBS, Nando's and

Glasgow 2014.

Question 2.2.6

(Weighting - 10%) (Word Count 500)

Please describe your organisations approach on the provision of the following services by:

- a) Support & Maintenance: - providing details on how your organisation will provide support services in relation to the core development, including performance analytics and management reporting;
- b) Data Migration:- providing details on your organisations ability to extract data from other systems including any common data formats used;
- c) Security Services:- providing details on how your organisation will provide security services directly related to digital applications, (e.g. secure website certificates, secure data storage and secure data transfer protocols).
- d) Hosting Services: Providing details on how your organisation will provide website hosting services, (NB: at present Scottish Government have their own Hosting arrangement in place) paying particular attention to the following:
 - security;
 - networking facilities;
 - documentation standards;
 - compliance with ISO 27017 or equivalent;
 - government security classifications;

Tenderers must also provide details of any services which will be carried out by Sub-Contractors in delivering these service requirements.

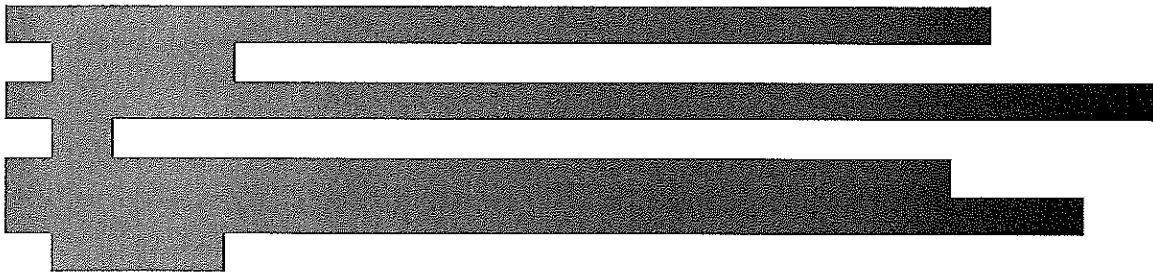
Hosting Services

Signal has extensive experience in scoping, specifying, configuring, and deploying infrastructure solutions for digital applications. We have provisioned, deployed and managed business-critical applications for organisations including Glasgow 2014, RBS and Lloyds.

We have partnered with [REDACTED] to design, configure and deploy managed, multi-cloud solutions as well as physical hardware, based on industry standard platforms including AWS, Open Stack and Azure. This gives us access to state-of-the-art, highly available data centres accredited to PCI DSS, ISO27001, and ISAE 3402 Type II standards with high-performance bandwidth, network redundancies, physical security and environmental monitoring. For more information on [REDACTED]

Signal Edinburgh is working towards achieving ISO27001 certification in H2 2017. Our Cheltenham office already holds ISO27001 certification.

We use a tried and tested process for the provision of hosting services:



Support & Maintenance

Our support and maintenance services are designed to ensure solutions are fit for purpose and meet all application requirements. Requests, issues and infrastructure updates are handled through our service desk portal where our support team triages support requests during office hours and works closely in partnership with Rackspace's world-class engineers, providing 24x7x365 support.

We employ proactive monitoring solutions to minimise the risk of hardware and software failure and provide management and performance reporting on system operations. Any incidents are managed via detailed root cause analyses and mitigation solutions.

As part of our service we perform [REDACTED]

Data Migration

We employ a data migration strategy focused on [REDACTED]

We have expertise in handling all common data formats including database exports, XML, CSV and migrations from API endpoints. Following go-live, operation acceptance testing is performed to ensure the solution adheres to non-functional requirements including security, performance and reliability.

Security Services

Security and reliability are key concerns in the provision of our services. Our approach to security is focused on the implementation of [REDACTED]. Our security policies and practices focus on the configuration and management of hosting platforms including:

[REDACTED]

Question 2.2.7

(Weighting - 10%) (Word Count 800)

Please detail your organisation's plans for implementing a process of continuous improvement that will ensure that best practice is followed when delivering the service paying particular attention to the following:

- how you will ensure staff are trained and developed in order to keep up to date with a Framework Public Body's organisation and culture, with best practice, market developments and ~~emerging~~ emerging technologies, so as to provide a current and innovative service to Framework Public Bodies; and proposals to monitor and improve your on-going levels of service e.g. customer liaison/ satisfaction surveys and how this information will be fed into the continuous improvement process.

Continuous Improvement and Best Practice

Signal's planning department oversees our continuous improvement programme for projects. This is primarily driven by [REDACTED] This gives us a top down view on our methodologies and processes, whilst allowing us to oversee and evaluate the evolution and refinement of specific projects, as well as best practice for each digital marketing discipline and in our communications with clients.

At the outset of all projects we agree SMART (specific, measurable, attainable, realistic and timely) objectives and evaluation criteria with clients, which are recorded and used for on-going measurement during project delivery. This ensures that all digital marketing tools and campaigns continue to meet core objectives and user goals.

Our approach for continuous improvement to our business process includes:

[REDACTED]

Service Monitoring and Improvements

Signal has a number of processes to improve service levels and ensure client satisfaction.

These include:

Annual Performance Review conducted with clients [REDACTED]

[REDACTED]

Project Wash-up Reviews [REDACTED]

Training and Development

Signal's values and principles embrace the importance of continuous learning and knowledge sharing. Thorough knowledge of our clients' challenges, objectives, organisation and culture is an integral part of our approach, with staff briefed on all relevant organisational or cultural details by the Account Director prior to commencement of each project.

We believe this is essential in order to deliver effective digital marketing strategy and services. For example, in 2014 our planning and content teams helped develop the content strategy for MyGov.Scot, which included designing an onboarding approach for all stakeholder organisations. This was only possible because of our in-depth

research into the requirements of both the Scottish Government and the multitude of stakeholders across Scotland.

In 2016, we made a significant investment training the majority of our Edinburgh staff in [REDACTED]. We have now fully embraced this agile, collaborative approach, which includes daily Kanban stand-ups and fortnightly health-checks, ensuring everyone is up-to-date with any new developments as they happen.

In addition, all Signal employees have Career Development Plans. These are tailored from a standard framework that reflects our emotionally intelligent agency proposition, including a focus on learning from on-going work with clients, partners and suppliers. These are written and regularly reviewed with employees and their direct line managers. Time is built into our resource schedule to enable regular training for staff across all of our departments, and this is regularly monitored by the Senior Management Team.

Industry Developments and Innovation

Like the technological world we inhabit, Signal is continually updating and evolving its processes to keep abreast of the latest trends and best practice to ensure we progress for our clients and staff alike.

The agency's internal communication infrastructure is set to promote learning and development. For example, skill channels on Slack are open so anyone can join and learn, and our Confluence wiki connects staff who would like to learn about specific topics with staff who can teach and inform on those topics.

Staff across all three of our offices also have access to a wide range of training tools and services that they can proactively engage with. These tools and services consist of:

- Seminars led by senior internal stakeholders, for example a masterclass in search engine marketing provided by our [REDACTED], and courses in leadership and business development for senior staff
- Under our proposition of emotional intelligence for brands we have developed a range of channel specific tools, IP and methodologies. These are shared regularly with our staff and kept updated by planning and strategy heads of department.

We also commit to employee progression and our training programme is delivered through a combination of in-house staff and external specialist trainers. ☐

Question 2.2.8

(Weighting - 5%) (Word Count 600)

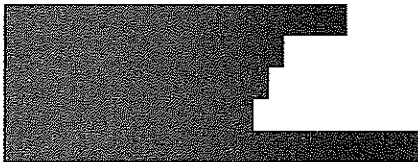
Please provide details of how you will ensure that sufficient capacity exists at all times to deliver the Framework, including Framework transition and periods of high demand, and how you will ensure that there is a consistent level and appropriate quality of service provided to Framework Public Bodies, regardless of spend or geographical spread across Scotland.

Capacity Management

Signal is home to over [REDACTED] talented digital marketers, coders, designers, creative and strategic thinkers, working together across our three offices in Edinburgh, London and Cheltenham.

Our business has been tailored over the years to enable us to deliver digital marketing campaigns and large technical builds for both private and public sector organisations. We've invested heavily in developing a broad planning department that is well versed in brand, social, behavioural change and public information planning as well as usability and search.

We are committed to delivering exemplary service to all our clients, **regardless of size, spend or location**. We have [REDACTED] to ensure we have sufficient capacity to deliver the Framework to the desired standard and beyond, including periods of high demand and during the transition period:



We have access to a wealth of experience for capacity management and scalability. Whilst the Framework would be serviced primarily out of our Edinburgh office at Commercial Quay, we can utilise the wider Signal team in London and Cheltenham as well as our sister agencies The Leith Agency and Stripe - amounting to another [REDACTED] people in Edinburgh and [REDACTED] in total across the UK.

We can also easily upgrade our technical capacity if required. New machines can be set up, installed and networked within a week and in some instances on the day.

A prime example of our capacity management approach is our work as key digital partner for the Commonwealth Games of 2014. In addition to digital marketing responsibilities, including eCRM and social, we also built the website and provided the necessary infrastructure to keep it live, even at peak times. Our staff, both in digital marketing and technical, worked in shifts around the clock, ensuring that despite over 2 million visits per day during Games Time, we managed 100% uptime - with our work described as "flawless" by the client.

Service Level Management and Monitoring

We also have rigorous project management processes in place to ensure sufficient capacity and a consistent quality of service.

Our planning department works closely with our creative and software engineering teams to define the strategic direction and purpose for each project, and roadmaps are used to look ahead to indicate strategic opportunities as well as possible capacity crunches.

Once we define the project we have a dedicated Traffic Manager to ensure all projects are properly resourced and run to schedule. The Traffic Manager is given full view of the roadmap as well.

Every project which comes in through the Framework will have a dedicated account management team, typically with an Account Director, Project Manager, Planner, Creative Lead and Technical Lead, as required. Where necessary, we appoint shadows to roles and proactively identify and mitigate single points of failure on project awareness, skills or infrastructure. Timesheets are used to determine which departments and individuals are approaching capacity.

The backbone to this system is [REDACTED] This system allocates every job a unique code and records all aspects of a job from initial briefing to budgeting, scheduling and evaluating. It also automatically flags projects that are behind schedule, allowing for prompt remedial action.

This enables us to determine the nature and scale of every project and evaluate if we need to permanently scale up, or if we need to create a project team for a specific period of time in order to deliver against the objectives and deliverables. This happens at senior management level with recommendations from the Traffic Manager.

Question 2.2.9

(Weighting - 5%) (Word Count 800)

Where a Framework Public Body has an urgent or emergency requirement, please provide, in detail, your structure for accommodating unforeseen requirements of this nature and your proposed formal processes to initiate such activity.

Robust Emergency Procedures

Signal has robust procedures in place for delivering urgent or emergency requirements for Framework Bodies such as The Scottish Government. This process is consistent across our Edinburgh-based agencies, including Leith and Stripe.

Our senior management team is well-versed in handling testing situations; thinking and acting smartly and quickly to get projects back on track and minimise risks. You can be confident that we can act swiftly to provide emergency support and fulfil unforeseen requirements for you in times of need, with rigorous planning, a detailed 'code red' plan, chain of command communications procedures and an experienced cross-discipline team in place.

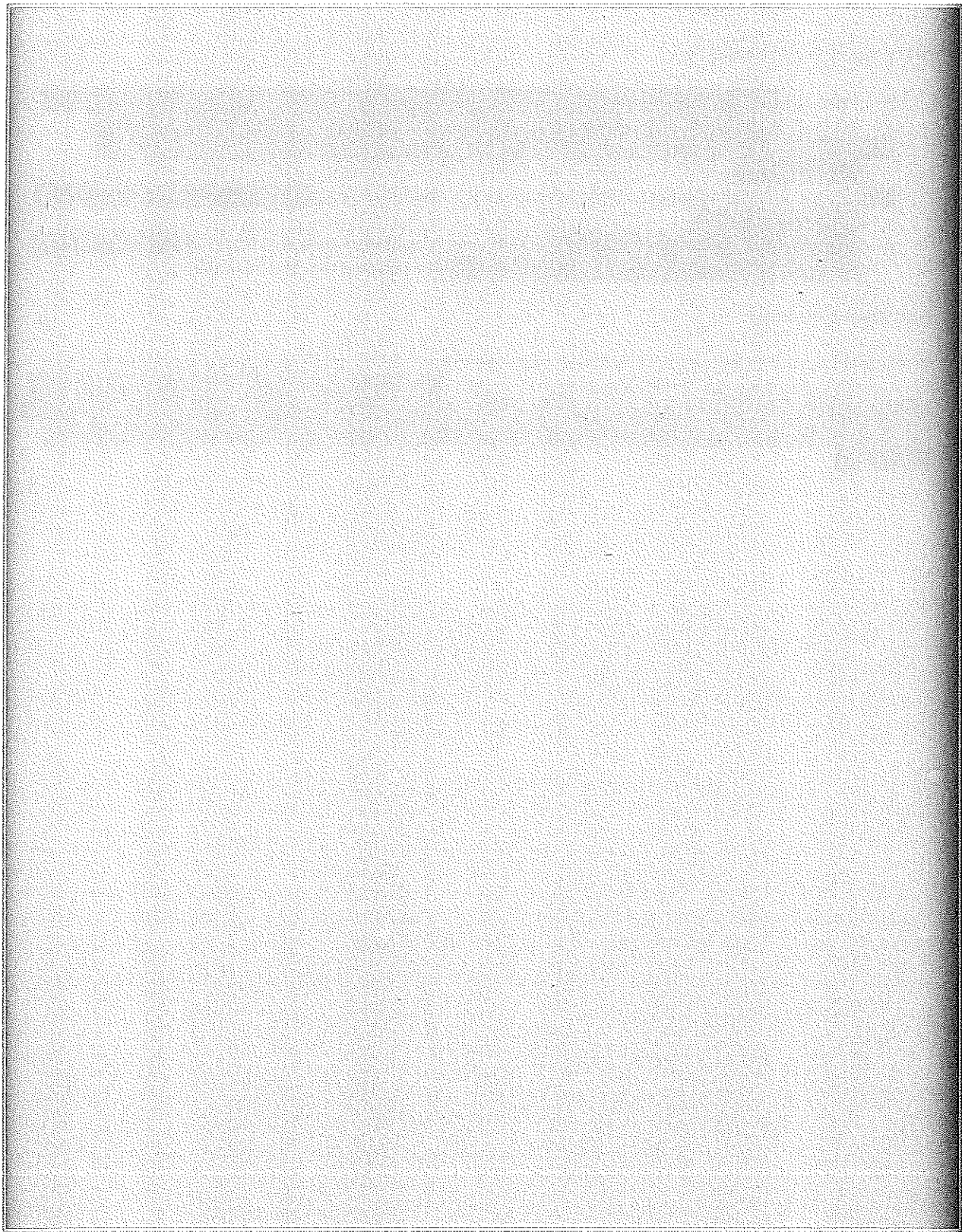
Preparation is key. At Signal, we prepare in two ways. First, we analyse immediate project risks and potential scenarios. Second, we put a proven 'code red' process in place to ensure changes to strategy are put in place quickly and that these changes are applied to all digital communication channels.

Pre-planning

Planning for an emergency starts before it has occurred. We run [REDACTED] on all projects as part of our Risk Register planning (see below). The objective of this session is to highlight and consider all potential issues that may arise in the form [REDACTED]

Our Code Red process

We understand that even with the best pre-planning, unforeseen emergencies or urgent requirements are possible. As part of our previous work with the Scottish Government and partner organisations, we have put in place and continuously improved a process to deal with such eventualities:



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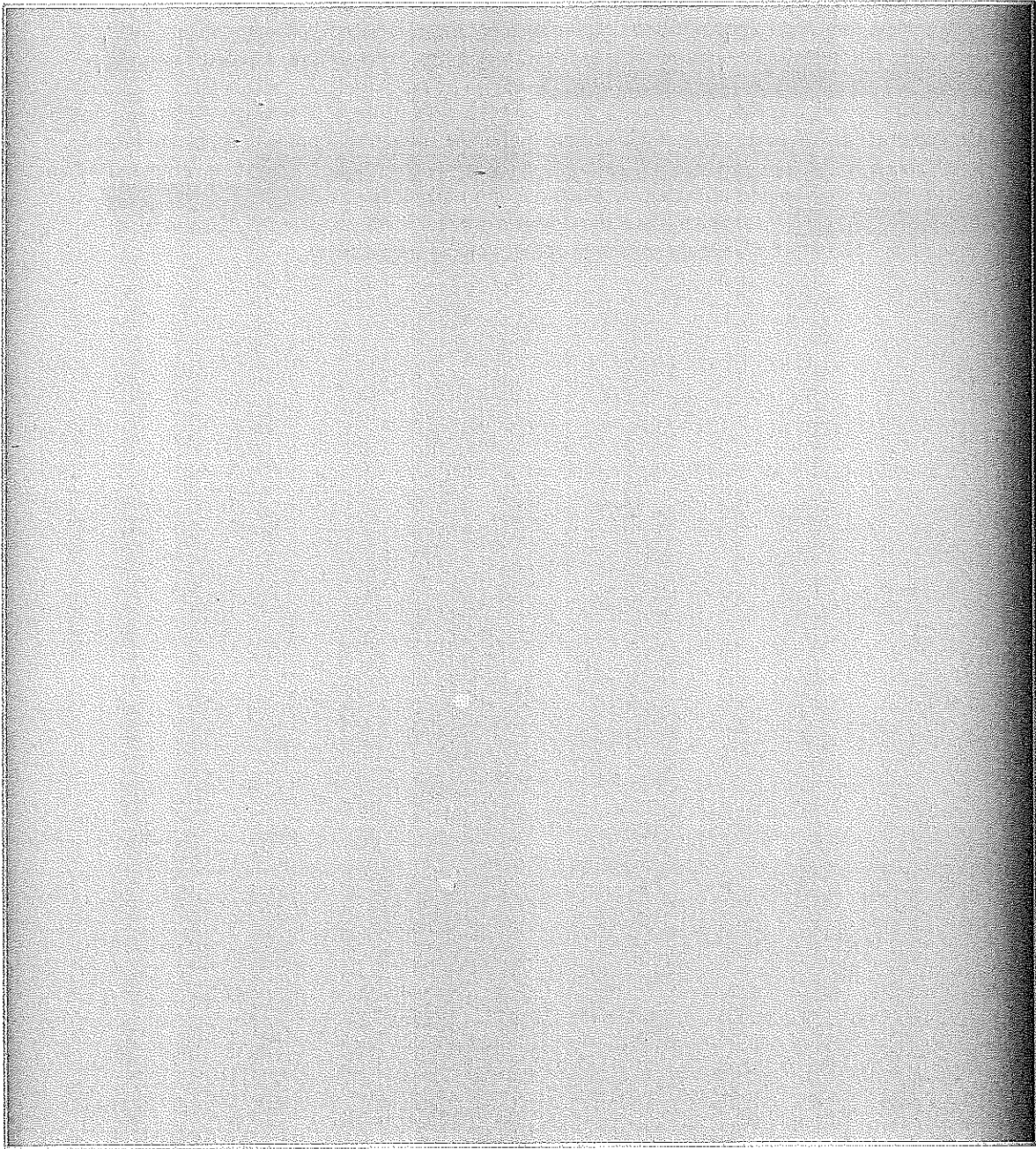
This process is underpinned by:

- Access to [REDACTED]
 - Access to [REDACTED]
- [REDACTED]
- [REDACTED] Contact details of relevant staff provided to the Framework Body via [REDACTED]
- [REDACTED] with the majority of the Framework Body in [REDACTED] as a backup should it be required.

Risk Register Planning

Working at pace increases the risk of mistakes being made. Our Risk Register Planning process detailed below dramatically reduces the risk of this happening. This starts by [REDACTED]

[REDACTED]



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Urgent or Emergency marketing communications

There are many occasions on which urgent or emergency marketing will be necessary. Sad examples of this include floods or outbreaks where it's desirable to activate informative Paid Search, Paid Social or push communications with instructions or advice.

A key part of any solution is the ability to coordinate with other Scottish Government departments and agencies, especially those in marketing and communications, during such occurrences. Signal will maintain up-to-date contact details, along with roles and responsibilities, for all such agencies. Furthermore, we recommend [REDACTED]

Our recommended process to initiate a code red for urgent marketing communications is to designate formal contacts within Signal [REDACTED]. Once contacted with a code red situation, these team leaders are able to activate our internal processes to [REDACTED]. We anticipate that the Government teams will be extremely busy in such situations and we will also contact related agencies with updates on our own activity.

Question 2.3.2

(Weighting - 60%) (Word Count 1800)

Account Management - Please provide a detailed breakdown of your proposed Account Management delivery, to include all disciplines relevant to the requirements as set out in Schedule 1 and Schedule 1A of the Entire Agreement, paying particular consideration to the following;

- detail how the services will be delivered and managed for all geographical locations, along with an account organisational structure for providing the service; (This must clearly demonstrate the Tenderer's senior management hierarchy and the names of key senior and account management individuals involved in the delivery of the services; provide CV's detailing the senior management staff's experience relevant to their role in the contract, key skills, awards and accomplishments in the Creative Advertising sector);
- details of the support staff who will be responsible for administering the Framework, their roles and reporting lines;
- mechanism for approval of any change to the above;
- the contingencies in place to work out with normal working hours as required and to ensure business continuity in the event of absenteeism through holidays, sickness or key personnel leaving;
- details of formal internal methods of interfaces between the Account Manager(s) and other internal staff within your organisation;
- how internal standards and monitoring of approvals/sign-off are managed and communicated internally/externally;
- details of complaints procedure and escalation process including where the Account Management Team are unable to resolve complaints satisfactorily or within agreed timescales; and training/development and monitoring of performance of the Account manager(s).

Introduction

Our Client Services department at Signal is made up of highly trained Account Management and Project Management staff at all levels. We pride ourselves on our ability to assemble dedicated service and delivery teams, comprising the right blend of skills to best meet the specific project requirements of the Framework Public Body (FPB).

Delivery Approach

Signal is an agile agency that specialises in delivering projects efficiently, without overburdening the team or impacting quality. We are fastidious and detailed in our approach, ensuring that every possible avenue has been explored and any risks have been identified, considered and mitigated. In our experience, agile projects deliver better products and marketing campaigns for our clients and their users.

We use numerous agile techniques for software development, with a leaning towards [REDACTED]. We have also adapted agile processes for media, enabling us to provide expert digital marketing services at speed, scale and at a low cost.

[REDACTED]

Once the project has started and we have defined the requirements, your account team will supply a detailed Statement of Work (SoW). This clearly outlines the [REDACTED]

[REDACTED]

Timing plans for any large scale technical projects with multiple dependencies will be captured in a [REDACTED]

Delivery across different geographical locations

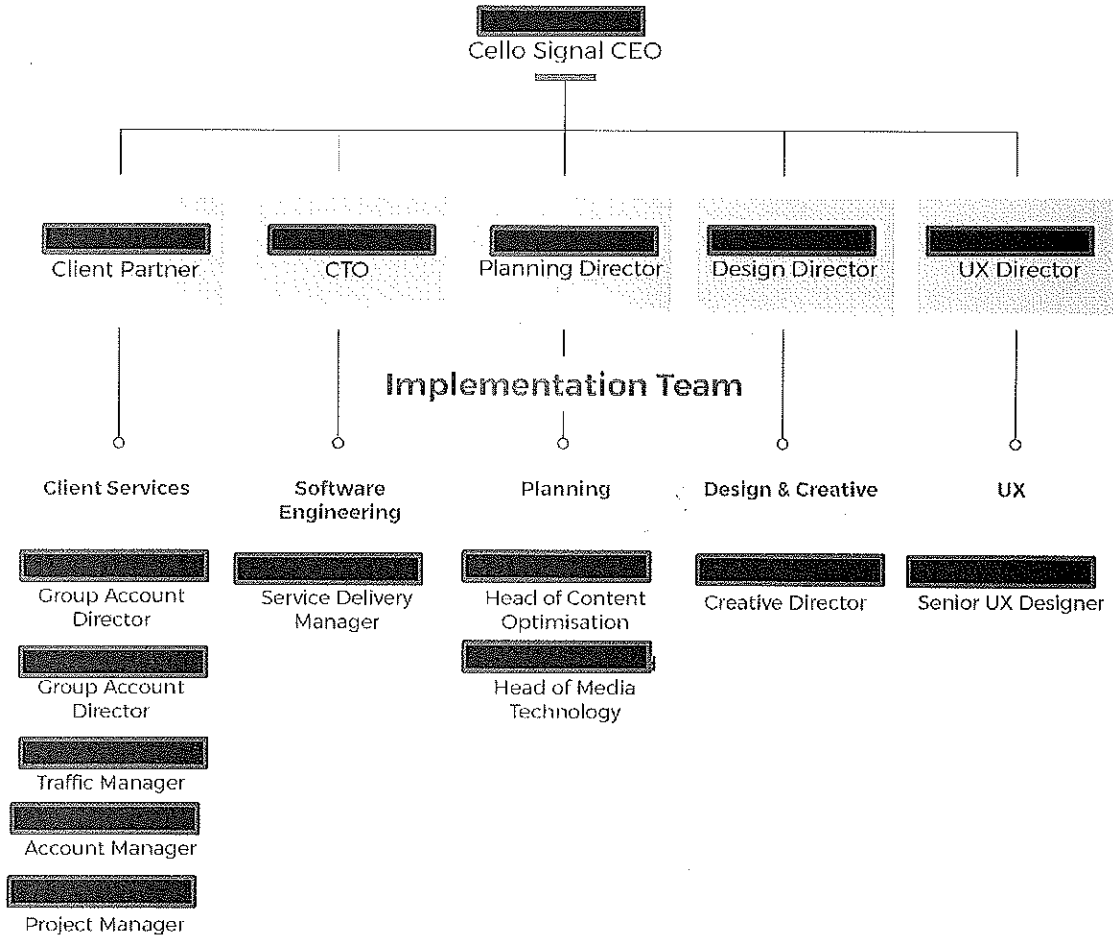
Signal has offices in Edinburgh, London and Cheltenham. Each of the UK offices has a Senior Management Team, allowing decisions to be taken quickly and effectively. Each office can service its own clients fully, while additional offices provide regional bases and facilitate work on Signal-wide clients, as required. The majority of our staff have experience working for clients with a geographic distribution of resources.

Having three offices strengthens us as an agency in areas such as resource capacity, disaster recovery planning and recruiting the highest calibre staff from across the UK. Additionally, our parent company - Cello Signal Group - has offices globally and a wide UK footprint, giving us nine immediate sister agencies. Signal manages international clients from the UK, including Marriott Hotels, which is exclusively managed by our Edinburgh network.

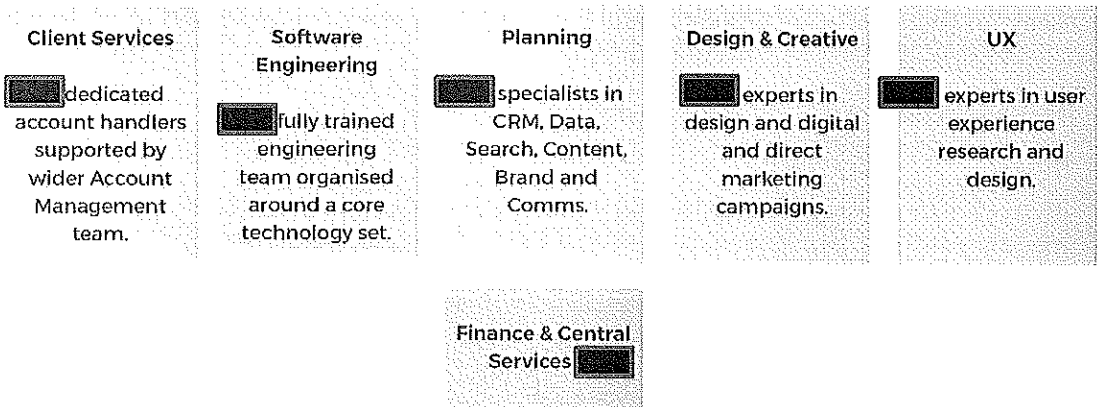
Account Organisational Structure

You will have a dedicated Client Partner and Group Account Director that will remain consistent on all projects. The below account organisational structure demonstrates the key senior management and account management individuals who would deliver the Framework, as well as roles and reporting lines for support staff. CVs are also included for key senior managers.

Senior Management Team



Support Team



Project Teams

While maintaining consistency in your dedicated points of contact, we will assemble a specific delivery team for every Framework project we undertake. Although guided by the exact project requirements, you will typically have an Account Director with support from Account Manager and Account Executive. For technical projects we will assign a Project Manager and Service Delivery Manager.

Change Approval

There are three main types of change to address in terms of service delivery:

1. Changes to a marketing communications strategy
2. Changes to a technical build project; and
3. Changes to the staff or structure of staff on an account.

1. Strategic Changes

We expect many changes to communications strategies before (and after) campaign launch. Signal's processes are designed to ensure that media spend is not assigned without appropriate approval; this includes changes. Frequent communication underpins working successfully in a live media landscape.

2. Technical Build Changes

Our agile processes are designed to minimise the impact and costs associated with changes to design and build projects. Any required changes to the SoW must be detailed in a Change Request Form. This form details [REDACTED]

[REDACTED] Once both parties are in agreement, the SoW will be updated and approved before work can progress.

Our account management lead will supply a weekly Highlight Report, this will show project updates in the shape of simple R.A.G. (red, amber, green), we find these reports helps the team focus on priorities.

3. Changes to staff or account structure

The most significant changes are those related to account structure and personnel, discussed below.

Signal is large enough to cope, while being small enough to care. At the time of writing there are [REDACTED]

[REDACTED] This provides us with more than enough depth to cover during holidays and short-term illness.

For holidays:

We use People HR software to manage all staff absences. This helps us reduce any negative impact on your work, by automating the initial checks and balances of absence management. Within the system we have the following rules set-up to ensure smart management of absence:

- No more than two people in each team are allowed leave during any period
- All leave will be approved by the Account Director or Department Head who can view the department and full agency leave at a glance
- We require advance notice of holiday leave (one week for one day; one month for one week or longer)
- Leave is recorded in the risk assessment at the outset of any project and the client is notified by listing all up-and-coming leave on weekly status reports.

For sickness:

- We require notification by 9am on the day of sickness to make sure another team member can deal with any urgent tasks
- We review the project timetable and live tasks on our project management system Synergist to identify any impact
- For longer-term sickness we implement a temporary restructure of the team, re-allocating work or bringing in additional team members

For personnel leaving:

- Our Senior Account Management staff have notice periods up to six months
- We would agree extended notice periods with any key individuals agreed with you
- All our staff have a minimum notice period of one month
- Where any key personnel leave we would follow our documented procedure for replacement
- We would provide a replacement of equal status, qualification and fully competent for the requirements of the project.

Out of hours support

We supply out of hours support for many of our clients. Depending on your requirements (and Service Level Agreement) we would supply you with a dedicated out of hours number which would be manned at the hours agreed. There would be specific rates for this support.

Interfaces between Account Managers and Specialist Staff

The Client Service team works closely with the wider agency. On all technical build projects, we have [redacted] to which clients are always welcome. Similarly, for media planning and buying, we [redacted] to [redacted]. We use [redacted] to support good internal communication across the team.

Structure is incredibly important to fuelling good teamwork and we hold regular team meetings to encourage shared problem solving. [redacted]

Internal Standards and Monitoring

At Signal we review and approve work against quality and accuracy standards, including [redacted]

Our approvals process ensures that written approval from the client via email is requested at each stage. Our Traffic Manager [redacted] and the Account Manager work together to manage all projects through [redacted]. Approvals are recorded at every project stage before work can progress.

Complaints Procedure

We believe resolving issues quickly is key to excellent client service. As such we have a detailed complaints procedure.

